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**Evaluating the South Carolina Budget and Control Board
Office of Human Resources
Associated Public Manager (APM) Program**

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STATE DOCUMENTS

Evaluating the Associated Public Manager Program (APM)

Problem Statement

The Associated Public Manager Program (APM) is one of three (3) Professional Certification programs offered to State employees. The Office of Human Resources (OHR) oversees the APM program and facilitates the courses that are offered. For fiscal year 2002-2003 and 2003-2004, there were 190 graduates of the APM program.

For several years, the APM certification program was a prerequisite for the Certified Public Manager (CPM) program. Changes were made to the CPM program, and the APM prerequisite was no longer required. In 2002, the Office of Human Resources made the decision to revamp the APM program. Because of the changes to the APM program, many courses had to be redesigned, deleted or rewritten to meet the needs of the participants. The changes that occurred to the program are listed below:

- The APM courses were designed to enhance and develop skills for new or experienced supervisors
- The APM certification is no longer a prerequisite for the CPM program
- The APM course requirements consist of three (3) core courses no longer requiring four (4) courses
- An emphasis was placed on the entire process of supervision moving away from the more technical process of the previous courses

In 2002, the supervisory training for the APM program was redesigned. The courses offered were Supervisory Skills and Personnel Practices. These two courses were four (4) days each of classroom training. To better meet the needs of our customers, the two courses were redesigned into one course titled Supervisory Practices. The Supervisory Practices course is a four (4) day training class. This course was developed to better meet the needs of our customers by decreasing the number of days required to attend training and the delivery style of the course was changed from a very technical training to a more practical application training class.

Since these changes were made to the APM program, there had not been a formal evaluation done to gather feedback. Also feedback needed to be gathered to determine if the changes that were made were effective in meeting the needs of our customers.

The benefits of assessing training include improving the future planning and implementing of courses, help determine the extent to which training objectives have been achieved and gives insight for reviewing, adjusting and revising goals, schedules and procedures. For a period of time at the end each of the training class, as a way to receive feedback from our customers, the “plus/delta reaction evaluation” was used. This provided limited feedback on the courses and the APM program. Some changes were made based on the information generated from this evaluation process; however, it was not an evaluation tool that provided the needed feedback to effectively analyze and evaluate the overall program.

Evaluation of training programs or training courses means continuously assessing the progress and effectiveness of the sessions. The process of evaluation forces one to identify what is trying to be accomplished in terms of training outcomes or results.¹ The Office of Human Resources needed to receive structured feedback on the APM program so data could be captured and the information could be used to better meet the needs of the training participants. This process is the beginning of a continuous effort to gain feedback from the users of our training services.

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¹ Dana Gainers Robinson & James C. Robinson, *Training For Impact*, 169, 172

Data Collection

There are four levels of evaluation. *Level I* is identified as the “reaction evaluation” which in reality is a customer satisfaction index. *Level II* is the “learning evaluation”. This evaluation level essentially reveals whether participants have learned the stated objectives of the program and is a type of quality-assurance index for training. *Level III (Type A)* is a “behavior or skill application evaluation”. If information is needed as to whether participants are using on the job what they have been taught, the *Level III* evaluation can be used. *Level III (Type B)* is an “evaluation of non-observable results”. Some desired results of training cannot be seen or heard. Things such as problem-solving techniques may not be observed; however, the participant may utilize his mental skills process to analyze the cause.²

As mentioned previously, the process of evaluation forces one to identify what is trying to be accomplished in terms of training outcomes or results. The APM program, through practical application and exercises, is designed to provide skills and knowledge to help participants successfully supervise in today’s changing workplace environment.

After discussing with the Training Director of OHR the need to have some formal feedback on the APM program, a survey was developed to generate responses from APM graduates. The information included in the survey consisted of both open-ended and closed-ended questions. The survey was administered electronically to APM graduates who completed the program beginning fiscal year 2002-2003 and fiscal year 2003-2004. (Attachment A) The survey was conducted over a four week period.

² Dana Gaines Robinson & James C. Robinson, Training For Impact, p. 169, 172

Data Analysis

The importance of conducting surveys is reported in the ASTD 2003 news journal stating that companies feel that revenues and overall profitability are positively correlated with training expenditure. But no matter how large or small your employee training expenditure, every organization wants to maximize its employee training investment. ³

The survey process used to gather information for the APM program focused on the summative evaluation process. The summative evaluation measure is typically done on programs that are completely developed and is a way to determine how effective those programs are. The survey focused on the three courses offered through the APM program. The participants taking part in this survey have completed the required training so the questions were designed to see how well these participants were able to use the information taught in the classes. The questions asked were directed to those participants who were currently supervising at the time of training and those participants who might be entering into the supervisory role at the completion of the certification training. Obviously participants expected to gain useful skills that would benefit them in the workplace. Eighty percent (80%) of the participants responding to the survey said that the overall program helped them with personal development. Based on expectations that are gathered from participants at the beginning of each course, personal development is a key expectation that is desired by the group.

Participants were asked if they gained any benefits from participating in the APM program. The APM program is designed to provide skills and knowledge to prepare participants to be successful supervisors. Over sixty five percent (65%) responded that the greatest benefit was improved supervisory skills. The respondents also stated that they increased their knowledge base in reference to process improvement. This is beneficial to the participants because many of the skills needed to be an effective manager are centered on these two components of managing. There were three (3) courses offered for the APM program. From the courses that were offered, respondents indicated that they gained skills improvement in all three (3) courses. The greatest gain was recognized in the Supervisory Practices training. The APM program is designed to place major emphasizes on the supervisor and the responsibilities of making the employee successful. The results of the survey indicated that the learning objectives for

the courses met and in some cases exceeded the expectations of the respondents. This certification training provided an increase in the knowledge, skills and abilities of those participating in the classes.

Decisions may be made from the information that is collected to modify the program's design; however, the primary purpose for this type of evaluation is to identify the impact of the program on individuals and on the organization. Questions on the survey solicited responses on the courses that were offered and on the overall program. Because there are specific learning objectives, I believe we can find clear learning outcomes.

Survey Results

Of the 144 APM graduates who received the survey, 70 responded. The response rate was 49%. Those that did not respond were sent e-mail reminders to do so. It was conveyed to each of the survey participants the importance in providing feedback for the program. The survey results are summarized in Attachments B.

A review of the results indicates that the majority of respondents felt that there were significant individual and organizational skill improvements in the area of supervisory skills and process improvement skills. There was meaningful improvement overall for the areas that were surveyed. Also included in the survey were responses to the open-ended questions which provided additional feedback about the overall program, as well as suggestions for ways to improve the program.

In my opinion the survey results show that the APM program is beneficial to participants and is a valued part of state government overall.

Implementation Plan

The process of evaluation gave OHR a starting point to begin looking at ways to implement a *Level II* evaluation process for the Certification programs offered by the agency. It is the responsibility of OHR to administer the *Level II* evaluation immediately after the training. The best way to measure changes in knowledge or skills is to test trainees before and after training.

A plan must be developed to implement this evaluation process. There must be a measurable process to determine if the participants gained the knowledge, skills and abilities from participating in the courses offered. A determination must be made as to how to measure the participant's knowledge, skills and abilities and determine what design should be used to demonstrate improvement in the evaluation outcomes. There are components of each course that is offered as part of the APM program that can be utilized as part of the *Level II* evaluation. The participant's manager may be asked to provide feedback in reference to the knowledge and skills gained or improved since the training. *Level II* evaluations can provide information that can be used to improve future versions of the training program.

I suggest developing and implementing an evaluation process for the fiscal year 2005-2006 and use the data received from this survey as a baseline for future comparisons. If OHR is to be the model for South Carolina State Government in the area of training, we must be able to capture the participant's perceived learning of the information taught in the courses. The course content must be relevant and applicable for the participants and there must be an impact on participant behavior, attitude and learning. Information from a *Level II* evaluation will be beneficial to management and the training staffs as new courses are developed and new programs are implemented. As stated previously, the evaluation process is a continuous process and must be utilized so feedback from the participants and managers, on the impact that is occurring in the workplace, can be utilized.

Attachment A
APM Graduate Evaluation Questionnaire

| | |
|--|---|
| APM Graduate Survey | Exit this survey >> |
| 1. S. C. Associated Public Manger Program (APM) Graduates | |

This survey is being conducted by the SC Budget and Control Board, Office of Human Resources and distributed to APM graduates for Fiscal Year 2002 -2003 and 2003 - 2004. Participants receive the APM certification once the following three courses have been completed and approved:

Supervisory Practices is a course designed to provide participants with the latest techniques from interviewing skills to performance management.

Coaching provides participants an opportunity to enhance their skills when interacting with employees and peers by learning and practicing valuable coaching tools and techniques.

Focus is designed to help participants set goals, execute strategies, gain control of competing demands and reduce stress by eliminating low-priority activities.

Please answer the following questions completely.

1. Why did you participate in the APM program?

- ☐ A. Job requirement
- ☐ B. Pay Raise
- ☐ C. Self Satisfaction
- ☐ D. Road to promotion
- ☐ E. Belief that APM would improve my skills
- ☐ F. Manager/Supervisor required
- ☐ Other (please specify) _____

2. Since you completed the APM program, has your supervisory responsibilities increased?

- ☐ Yes
- ☐ No

3. How much did the APM program help your personal development?

No Improvement Some Improvement Substantial Improvement

1. ☐ ☐ ☐

4. Please mark any of the benefits you gained from participating in the APM training:

- ☐ More professional image
- ☐ Improved supervisory skills
- ☐ Marketability
- ☐ Networking
- ☐ New approaches to agency problems and opportunities
- ☐ Process improvement skills
- ☐ Pay raise
- ☐ Promotion
- ☐ No Benefits
- ☐ Other (please specify) _____

5. As a result of the APM training you received, please rate the improvement you gained in:

| | No Improvement | Some Improvement | Substantial Improvement |
|--------------------------|--------------------------|--------------------------|----------------------------|
| Supervisory Practices | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Coaching | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Focus | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

6. How have you handled work situations differently as a result of completing the APM program?

Please respond:

7. Since completing the APM program, are there any changes to the program you would suggest?

Please respond:

8. In your opinion, what supervisory topics would be beneficial to future APM participants and their organization?

Please respond:









9. Please make additional comments below.

Additional Comments:

Attachment B
APM Graduate Evaluation Questions and Responses

Attachment B

S. C. Associated Public Manger Program (APM) Graduates











| 1. Why did you participate in the APM program? | | | |
|--|--|---------------------|-------------------|
| | | Response Percent | Response Total |
| A. Job requirement |  | 18.6% | 13 |
| B. Pay Raise |  | 4.3% | 3 |
| C. Self Satisfaction |  | 35.7% | 25 |
| D. Road to promotion |  | 28.6% | 20 |
| E. Belief that APM would improve my skills |  | 67.1% | 47 |
| F. Manager/Supervisor required |  | 18.6% | 13 |
|  Other (please specify)  | | 4.3% | 3 |
| Total Respondents | | | 70 |

| | |
|---|---|
| Why did you participate in the APM program? | |
| 1. | Manager and Supervisor recommended |
| 2. | Increase my chances for promotion and general knowledge |
| 3. | EPMS Exposure |
| | |

| Since you completed the APM program, has your supervisory responsibilities increased? | | | |
|---|--|---------------------|-------------------|
| | | Response Percent | Response Total |
| Yes | | 34.3% | 24 |
| No | | 65.7% | 46 |
| Total Respondents | | | 70 |
| (skipped this question) | | | 0 |

| How much did the APM program help your personal development? | | | | |
|--|----------------|------------------|-------------------------|---------------------|
| | No Improvement | Some Improvement | Substantial Improvement | Response Average |
| 1. | 0% (0) | 80% (55) | 20% (14) | 2.20 |
| Total Respondents | | | | 69 |
| (skipped this question) | | | | 1 |

Please mark any of the benefits you gained from participating in the APM training:


| | | Response Percent | Response Total |
|---|--|---------------------|-------------------|
| More professional image |  | 38.6% | 27 |
| Improved supervisory skills |  | 65.7% | 46 |
| Marketability |  | 24.3% | 17 |
| Networking |  | 30% | 21 |
| New approaches to agency problems and opportunities |  | 45.7% | 32 |
| Process improvement skills |  | 64.3% | 45 |
| Pay raise |  | 18.6% | 13 |
| Promotion |  | 7.1% | 5 |
| No Benefits |  | 1.4% | 1 |
| Other <input type="button" value="View"/> (please specify) |  | 7.1% | 5 |
| Total Respondents | | | 70 |

| | |
|-------------------------|---|
| (skipped this question) | 0 |
|-------------------------|---|

| | |
|--|--|
| Please mark any of the benefits you gained from participating in the APM training: | |
| 1. | Gained knowledge of the State's systems |
| 2. | Time management improved!!! |
| 3. | Better prepared if an opportunity for advancement arises and knowledge of how the system works, which will help me be a better employee at minimum |
| 4. | enhanced motivation/coaching skills |
| 5. | Haven't had an opportunity to use what I learned in a supervisory capacity. |

| As a result of the APM training you received, please rate the improvement you gained in: | | | | |
|--|----------------|------------------|-------------------------|------------------|
| | No Improvement | Some Improvement | Substantial Improvement | Respondent Total |
| Supervisory Practices | 9% (6) | 75% (52) | 16% (11) | 69 |
| Coaching | 3% (2) | 65% (45) | 32% (22) | 69 |
| Focus | 5% (3) | 64% (41) | 31% (20) | 64 |
| Total Respondents | | | | 70 |
| (skipped this question) | | | | 0 |

How have you handled work situations differently as a result of completing the APM program?

| | | | |
|-------------------------|--|------|----|
| Please respond: |  | 100% | 64 |
| | | | 64 |
| Total Respondents | | | |
| (skipped this question) | | | 6 |

How have you handled work situations differently as a result of completing the APM program?

1. compliment a job well done more often, don't take an employees lack of work ethic and/or enthusiasm personally,
2. coaching employee's
3. Learned to prioritize and set goal
4. Been more comfortable delegating work and as a result I have had more time for supervisory task.
5. Yes
6. Staying focused on the task at hand.
7. I coach employees to enable them to succeed.
8. Better understanding of supervisor/employee relations.
9. Trusting my peers more in doing an assigned task. And I changed my approach to implementing rules and guidelines.
10. Yes, knowing the system has afforded me the opportunity to apply solutions specific to State procedures.
11. Yes, try to spend more time analyzing situations before responding. Also more informed about where I might find answers for personnel problems
12. I have sought more subordinate involvement and input.
13. situations are handled with greater confidence secondary to a greater knowledge base
14. I've learned to remove emotion form responses and actions.
15. Not significantly although my awareness of certain issues is improved
16. Able to approach situations in a more positive manner.

- 17.** I realize that individuals may do their work differently and as long as you get the end result, it may not matter.
- 18.** Learned to delegate more. Also have been more organized.
- 19.** More deliberate and objective
- 20.** Well-rounded perspective in different areas.
- 21.** Approach to EPMS plans and proactive coaching
- 22.** Yes
- 23.** yes
- 24.** There have been no situations I handled differently.
- 25.** I am not a supervisor; however, as a result of APM training I have been able to make better informed decision with regard to personnel issues and career planning.
- 26.** Yes, I have learned to handle situations in a more professional manner.
- 27.** The biggest assistance to me has been the focus training. My job has shifted from supervisor to project manager. I have used focus to help me get work completed in a timely and satisfactory manner.
- 28.** better handling of prioritizing tasks
- 29.** Yes.
- 30.** I now quietly listen until the person speaking has finished speaking and I carefully think thought any project and examine all sides before decision making.
- How have you handled work situations differently as a result of completing the APM program?
- 31.** I have learned how to handle situations that arise more professionally and with more self confidence.
- 32.** Try step back and take a minute before making decisions

- | | |
|------------|---|
| 33. | Take more time to determine cause and effect of situations. |
| 34. | Approach situations by looking at problems from more than 1 angle. Upper management and entry level personnel often have different views of the cause and cure for problems. |
| 35. | more open to listen, not just respond |
| 36. | Selection and Documentation procedures for Job Interviews and selection of candidates have improved. |
| 37. | Slightly, the courses were elementary. |
| 38. | I am better able to prioritize responsibilities |
| 39. | By looking at the big picture and help developed the employee's skills. |
| 40. | Diagnosing the problem first |
| 41. | I've used Coaching skills more |
| 42. | new strategies in handling office problems |
| 43. | Discussing poor performance with employees |
| 44. | More sensitive to tailoring the type of direction given an employee to their personality type. More careful to praise more. Also, have made an effort to be more supportive/patient in my interactions. |
| 45. | Yes, I able to be more objective and look at situations from various points of view. |
| 46. | Put everything in writing. |
| 47. | I'm more open to change. |
| 48. | Yes. I am more aware of all my decisions that are made. |
| 49. | a lot |
| 50. | More relaxed and confident in the decisions I make. |

| | |
|------------|--|
| 51. | yes |
| 52. | Yes |
| 53. | better knowledge of supervisory practices in general |
| 54. | I frame the issues differently to obtain the information needed from my staff. |
| 55. | By using the 2 minute rule. Stop and think how you are perceived. |
| 56. | I apply coaching skills to everyday situations with coworkers. |
| 57. | Approach problems as mgmt would |
| 58. | I don't react as quickly. I assess the situation before acting. |
| 59. | Handled some personnel issues better that have recently come up. |
| 60. | More planning |
| 61. | I think about what I learned in class before reacting to a situation. |
| 62. | yes |
| 63. | I have given more careful consideration to the position of my subordinates. I have made a diligent effort to offer positive and negative feedback. |
| 64. | None directly but I have noticed how my supervisor and others handle things -whether correctly or incorrectly |

7. Since completing the APM program, are there any changes to the program you would suggest?

| Response Percent | Response Total | | |
|--------------------------------------|----------------|--------------------------|-----------|
| View Please respond: | | 100% | 61 |
| | | Total Respondents | 61 |
| | | (skipped this question) | 9 |

| Since completing the APM program, are there any changes to the program you would suggest? | |
|---|---|
| 1. | no |
| 2. | no |
| 3. | send request for topics to be discussed |
| 4. | No suggestions |
| 5. | No |
| 6. | More outside reading material |
| 7. | no |
| 8. | None, I thought the program was very good. |
| 9. | More focus on facilitative leadership skills. |
| 10. | no |

Since completing the APM program, are there any changes to the program you would suggest?

11. No, not at this time.

12. None

13. none

14. Offer a refresher course

15. No

16. No

17. No.

18. Send certificate to Supervision for recognition. I didn't receive any recognition for the accomplishment.

19. More interaction and less talk.

20. 1 day for Focus, not 2

21. No

22. more focus on internal/personal conflicts

23. One should be allowed to complete the rest of the Public Manger Program. In order to become a Public Manger.

24. I can

25. No.

26. NA

27. Maybe more delegation and project management. Maybe how to get work done through co-workers rather than through subordinates.

| | |
|---|---|
| 28. | None |
| 29. | No. |
| 30. | I found the programs where we participated in group projects most helpful. You see a bigger picture and get other views on the project. |
| Since completing the APM program, are there any changes to the program you would suggest? | |
| 31. | Not really. |
| 32. | Not currently |
| 33. | A questionnaire prior to beginning of the program that will access each person's abilities, strengths, weaknesses and unique situations. |
| 34. | no |
| 35. | Offer more occurrences of the courses because of backlog of people trying to take the courses |
| 36. | Increase number of course requirements. Leadership fundamentals, grant writing, |
| 37. | Refresher courses |
| 38. | no |
| 39. | I found the program satisfactory. |
| 40. | No - excellent |
| 41. | no |
| 42. | None that I can think of at this moment |
| 43. | No, it is a pretty well rounded course of study. I was self-employed for 20 years and supervised many employees but the courses were a good 'refresher' and helped to reinforce my own desirable habits |

| | |
|------------|--|
| 44. | No, I thought the program was well organized and the information relevant. |
| 45. | Employees that need these skills are probably the people that do not bother to take the time to complete the courses. |
| 46. | None that I can remember |
| 47. | No changes |
| 48. | more course work and interactive programs |
| 49. | none |
| 50. | no |
| 51. | No |
| 52. | none |
| 53. | More info on how to handle "problem people" and do more role plays to help understand those individuals...more mediation skills |
| 54. | More exercises on the EPMS |
| 55. | No |
| 56. | No |
| 57. | No |
| 58. | I don't have any. |
| 59. | no |
| 60. | I feel this series should be offered more frequently and should be an immediate job requirement for all new state employees working in a supervisory capacity. |
| 61. | It is a good program and there was a lot of good information in the classes - no changes |



In your opinion, what supervisory topics would be beneficial to future APM participants and their organization?

| Response Percent | Response Total | |
|--------------------------------------|----------------|---------|
| View Please respond: | | 100% 49 |
| Total Respondents | | 49 |
| (skipped this question) | | 21 |

In your opinion, what supervisory topics would be beneficial to future APM participants and their organization?

| | |
|-----------|--|
| <u>1.</u> | how to supervise a passive/aggressive employee |
| <u>2.</u> | more diverse issues |
| <u>3.</u> | Spend additional time on Substandard Performance and Progressive Discipline. |
| <u>4.</u> | Measuring Employee Performance |
| <u>5.</u> | Dealing with upper management |
| <u>6.</u> | Management Styles and benefits |
| <u>7.</u> | Additional HR process information. |
| <u>8.</u> | yes |

9. Don't know if it will be help, but need to be some information focusing on supervisors and their role in providing those they supervise with appropriate information and training

10. None

In your opinion, what supervisory topics would be beneficial to future APM participants and their organization?

11. not sure

12. Focus on how to implement changes in supervisory practices. It is difficult to change practices when dealing with employees that have worked with you for years.

13. More HR issues awareness for management

14. dealing with Generation "X"

15. Handling of everyday management stresses and how to handle difficult people in difficult situations.

16. Managing diversity and conflict

17. promotion/lateral selection process based on new agency policies

18. Law related topics-what can and cannot be done.

19. I believe that it would be helpful if there were training on how to conduct a meeting.

20. Building group moral

21. Delegation, conflict resolution

22. Don't really know

23. How to get your staff to work as one team

24. All current topics are adequate.

| | |
|------------|---|
| 25. | I was pleased with it the way it is now. I learned a great deal about dealing with others. |
| 26. | I especially think the training on EPMS is very beneficial. Also, for me the topic of delegating was a must! |
| 27. | managing change and budgetary problems |
| 28. | Ethics and moral values, strategic management, what makes a state agency? |
| 29. | Learning the ability to know when to delegate and how to multitask on schedule |
| 30. | EPMS, employee training/development. |
| 31. | More on handling problem employees. |
| 32. | Nothing different, maybe have those that are supervisors talk about some of the issues they've been confronted and see how others would've handled. |
| 33. | can't think of any |
| 34. | Promotion of females - agency appears to promote men - old Southern boy attitude |
| 35. | Help employees in shaping their work so that they receive the maximum satisfaction. Help employees deal with frustration and that feeling of helplessness found in a big organization/agency. |
| 36. | I really like the topics you have now, it provides a well rounded and strong foundation |
| 37. | Preparing employees for change |
| 38. | Time Management |
| 39. | dealing with peer influence |
| 40. | dealing with the multicultural environment |
| 41. | more information on epms tips, personnel issues |
| 42. | no suggestion |

| | |
|-------------------|---|
| <u>43.</u> | More mediation skills |
| <u>44.</u> | More info on employee development. |
| <u>45.</u> | More on EPDP process/problems |
| <u>46.</u> | Don't know |
| <u>47.</u> | I don't have any suggestions. |
| <u>48.</u> | I would have like to see a segment devoted to the actual completion of the EPMS and planning stage documents. |
| <u>49.</u> | Communication, hiring and promoting employees |

Please make additional comments below.

| Response Percent | Response Total | | |
|--|----------------|------|----|
| View Additional Comments : | | 100% | 26 |
| Total Respondents | | | 26 |
| (skipped this question) | | | 44 |

Please make additional comments below.

1. N/A
2. Overall satisfied with courses
3. This program has been a Great help to me and the way I do business thanks so very much.
4. None
5. I would like to see the APM program "build a bridge" to the CPM program.
6. None
7. Knowledge received has been beneficial in that it has equipped me for the many aspects and challenges of my area of responsibility.
8. Should be required for all supervisors before they supervise
9. APM has had more effect in change of mind set than work duties or promotions

| | |
|------------|--|
| 10. | We need training for problem employees and supervisors together. |
| 11. | This was a good program would like to complete the Public Manger Program |
| 12. | The APM program is a great program. I hope that it will continue and that more staff level employees will take advantage of the APM. |
| 13. | None |
| 14. | Thank you for giving me an opportunity to understand my fellow workers and how to work through problems with calmness and understanding. |
| 15. | For me personally, the most valuable tool that I gained was the ability to prioritize by using a daily planner. Wow! What a difference it has made in my professional and personal life. |
| 16. | I think it was a worthwhile program. |
| 17. | I find that it is an honor to obtain this degree, but there needs to be more curriculums attached. |
| 18. | Enjoyed the program and look forward to refresher courses. |
| 19. | Excellent training staff - especially Nathan was excellent |
| 20. | The coaching and supervisory skill classes were not as beneficial for me as the focus one, since I had been supervising and coaching individuals for 25 years, and therefore those skills were stronger. |